

DEPARTMENT OF THE ARMY  
UNITED STATES ARMY ROTC CADET COMMAND  
FORT MONROE, VIRGINIA 23651-5000

**Reserve Officers' Training Corps (ROTC)  
THE CTLT HOSTING UNIT/AGENCY COMMANDERS' GUIDE**

This guide is intended as an aide for installation project officers and unit commanders participating in the ROTC Cadet Troop Leadership Training (CTLT) and Drill Cadet Leadership Training Program. It also provides additional guidance for implementing Army regulations, policies, and pamphlets. It is not directive in nature. Questions concerning the program or its implementation should be directed to the appropriate point of contact (POC) listed in Appendix C. Local reproduction of this guide is authorized. Lists of current CTLT program managers can be obtained from Commander, U.S. Army ROTC Cadet Command, ATTN: ATCC-TT, Fort Monroe, Virginia 23651-5000.

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## CHAPTER 1

### PURPOSE AND GOALS

#### 1-1. References.

a. AR 145-1, Senior ROTC Program, Organization, Administration, and Training, 22 July 96

b. Cadet Command Pam. 145-9, Cadet Troop Leadership Training (CTLT).

1-2. Purpose. This guide provides host unit/agency commanders with information concerning the ROTC Cadet Troop Leadership Training (CTLT) Program to assist them in maximizing the training opportunities afforded participating cadets.

#### 1-3. General.

a. All ROTC cadets participating in the program are volunteers. Their future military goals (branching) and desired unit (location) are considered in finalizing their CTLT assignment. Currently, about 30 percent of the eligible cadets (college juniors) have the opportunity to participate in this training (The program is highly competitive and cadets are selected to participate by their Professor of Military Science (PMS)).

b. Cadets participate in CTLT following the Leader Development and Assessment Course (LDAC). They gain the knowledge and military skills that will assist them in their CTLT assignment, as outlined in Chapter 2.

c. CTLT is one of the Cadet Professional Development (CPDT) sub-programs. The CTLT program is a two-track program. The first track consists of Platoon Leader positions in active duty TO&E units. The second track consists of specialty internships in active duty TDA Army units.

d. Cadets assigned to TO&E Army units are placed in a Platoon Leader position and take on the duties of the platoon leader. The specialty internship positions in the TDA Army units are mostly aligned with the academic major of a cadet. Cadets seeking assignment to a specialty

internship must meet established prerequisites submit an application and are selected for the internship positions.

e. CTLT assignments vary depending upon the unit to which the cadet is assigned. Currently, all CONUS CTLT assignments are 3 weeks in duration, OCONUS (Germany, Korea and Hawaii) and selected specialty internships are for 4 weeks unless otherwise specified. CTLT assignments are during the summer, while cadets are out of school.

1-4. Program objectives.

a. Increase each cadet's leadership experience through exposure to actual junior officer led events.

b. Assign each cadet, subject to designated specialty, to a junior officer position within an Army unit.

c. Familiarize each cadet with the command, training, administrative, and logistical functions of the CTLT hosting element.

d. Expose each cadet to the on-duty and off-duty environment of the junior officer.

f. TO&E Army Units:

(1) It is desirable for cadets to experience unit field training. Their duty tours should be spent in their troop unit. Cadets should not be sent to on-post schools or other such activities unless this is the predominate activity of their assigned unit.

(2) Cadets should be assigned as platoon leaders. Positions that perform office or strictly administrative functions do not meet the CTLT intent. Positions such as assistant operations, training, or supply officer, which carry specific responsibilities and provide opportunities to lead soldiers, are acceptable, in the place of platoon leader positions, but not desired.

g. TDA Army Units:

(1) Cadets should be treated as a junior staff officer. In preparation for a cadet's assignment, the hosting staff section should develop a project for the

cadet to complete during their assignment. The project should include an outline of the goals and objectives that are expected to be met.

(2) It is essential for a cadet to be provided dedicated office space with the equipment required to complete the project. A part of the project should include the cadet presenting briefings.

## CHAPTER 2

### CADET MILITARY SKILLS

2-1. Basic skills. Cadets reporting for CTLT have completed the 4-week Leader Development and Assessment Course (LDAC). During the Summer Training Course, cadets received training in the basic military subjects listed below. The primary focus of LDAC is to evaluate a cadet's leadership potential by placing him/her in varied and challenging leadership roles. The CTLT experience should provide continued opportunity for cadets to demonstrate and improve leader skills in an actual Army unit environment.

2-2. LDAC subject areas. Cadets receive training in the following areas:

- a. Drill and Ceremony.
- b. Physical Training.
- c. Land Navigation.
- d. Tactical Communications, Radio/Wire.
- e. Nuclear, Biological, and Chemical.
- f. Basic Rifle Marksmanship.
- g. Automatic Weapons Training.
- h. Call For and Adjustment of Artillery Fires.
- i. Patrolling.

2-3. Cadet capabilities.

a. Cadets are able to act as instructors or assistant instructors for unit training in basic military subjects. When given adequate preparation time, reference material, and guidance, cadets can assist in the accomplishment of the unit's training mission.

b. Commanders/Internship Preceptors are encouraged to interview cadets to determine any special skill, previous training, or experience upon which the CTLT hosting

element/agency might capitalize. Specific goals and training assignments should be set early in the CTLT period to give cadets time to prepare and afford commanders the opportunity to evaluate cadet accomplishment of mission type orders.

c. Cadets have limited exposure to customs and traditions of the service. While they should understand the basic roles of the officers and NCOs in units, they have no experience in actual day-to-day operations and interaction between these groups. It's essential that members of the CTLT hosting element/agency and the cadet understand their authority, responsibilities, and scope of their duties. Developing an understanding of how these groups interact is an important part of the CTLT experience.

#### 2-4. Cadet limitations.

a. Cadets are not authorized to operate (nor be licensed to operate) military vehicles while participating in CTLT and are not authorized to rent a vehicle at government expense.

b. Cadets may not be placed in any position requiring them to act directly for the commander such as staff duty, pay, or safety officer. They may assist officers performing these duties, but cannot perform these duties alone.

c. Most cadets have completed DA Form 873 (Certificate of Clearance) on file with their respective ROTC Battalion Security Manager. CTLT duty, positions that require verification of clearance, can be obtained by contacting the cadet's ROTC program. Cadets must receive security briefings before access can be granted to any classified material.

## CHAPTER 3

### TRAINING OBJECTIVES

#### 3-1. General.

a. This chapter is designed to provide more specific goals and objectives than the objectives outlined by paragraph 1-4. Officer personnel sponsoring, counseling, and evaluating CTLT participants must understand these objectives.

b. Cadets should serve as platoon leaders, or in an equivalent officer positions and performs duties that are normally given a newly assigned second lieutenant. The primary goal of this training program is to provide the cadet a meaningful leadership experience.

c. Secondary objectives include the cadet's obtaining first-hand knowledge by actually becoming involved in the duties, responsibilities, and living conditions of the junior officer.

d. No special demonstrations, orientation tours, nor briefings on unit or post operations are required. Cadets have a good background in military courtesy, dismounted drill, small arms marksmanship, techniques of instruction, squad and platoon tactics, and other basic subjects. The cadet's familiarity with larger units, crew-served weapons, tactics, and administration beyond the platoon level is limited. Emphasis should be placed on the cadets becoming a part of the CTLT hosting element/agency as rapidly as possible so that he/she can make a substantive contribution to the accomplishment of its mission.

3-2. Planning and Initial Contact. The following will enhance assimilating the cadet into the unit quickly and will provide the best possible training experience for the cadet:

a. Prior to the cadet's arrival at the unit, CTLT hosting element/agency commanders should:

(1) Make this guide available to key personnel who will be supervising, counseling, or evaluating cadets.



(2) Assign a supervisor/preceptor for each assigned cadet.

(3) Brief all unit personnel on the status and position of cadets.

(4) Coordinate with the installation's or agency's CTLTPO prior to the cadet's arrival for an update on any program or assignment changes.

b. Upon the cadet's assignment, the CTLT hosting unit/agency commander should:

(1) Conduct a normal entrance interview with the CTLT hosting unit's/agency's senior officer/commander.

(2) Administratively in-process the cadet.

(3) Brief the cadet on the following:

(a) CTLT hosting unit's/agency's mission and organization.

(b) Key unit personnel and their duties.

(c) CTLT hosting unit's/agency's activities and training during the period of CTLT.

(d) Assist the cadet in preparing a DA Form 67-9-1a, Junior Officer Development Support Form by outlining the cadet's duties including specific training goals and projects to be accomplished during the CTLT assignment. The DA Form 67-9-1a can be downloaded from <http://www.usapa.army.mil/forms/forms1.html>.

3-3. Sample CTLT activities. The following types of activities are desired for cadets participating in CTLT. These and other like activities should be reflected on the DA Form 67-9-1a:

a. Participate in a field training exercises as a platoon leader or equivalent position.

c. Complete a staff agency project

d. Present a class.

- c. Lead unit physical training formations.
- d. Assist in the performance of officer additional duties.
- e. Serve as assistant to a duty officer, officer of the guard, or officer of the day.
- f. Work independently and supervise soldiers whenever possible.
- g. Become familiar with the administrative, logistical, and maintenance functions of a company-sized unit or staff agency.
- h. Conduct an inspection. Examples might include the dining facility, arms room, motor pool, or supply room.
- i. Review pertinent Department of Defense references Army Regulations and SOPs.
- j. Review the unit ARTEP and participate in the planning of field exercises. Assist in the evaluation of unit performance or control of aggressor personnel.
- k. Become familiar with unit reports. Examples include SIDPERS, material readiness, and unit readiness.
- l. Observe the administration of non-judicial punishment.
- m. Attend a unit social, dining-in, or other gathering of officers.
- n. Understand the roles of officers and non-commissioned officers in the unit.
- o. Become familiar with the U.S. Army Officer Evaluation System.

## CHAPTER 4

### CTLT COUNSELING AND EVALUATIONS

4-1. Purpose. The main objective of CTLT is to provide each cadet with an opportunity to develop leadership ability through realistic practical experience while serving in a junior officer position. Cadets will be exposed to the officer evaluation system as they prepare DA Form 67-9-1a, Junior Officer Developmental Support Form and receive counseling and a final DA Form 67-9, Officer Evaluation Report (OER). On the basis of these reports, cadets can better understand what will be expected of them when commissioned.

4-2. Evaluation activities at the conclusion of the CTLT period.

a. Cadets will complete the significant accomplishment portion of DA Form 67-9-1a.

b. The agency senior officer/unit commander will counsel cadets on their duty performance. Complete the DA Form 67-9 and provide a copy to the evaluated cadet no later than (NLT) one day prior to the cadet's departure.

c. The agency senior officer/unit commander will ensure the Installation/Agency CTLTPO receives the original OER with addressed envelope NLT 2 days following the cadet's departure.

d. The Installation CTLTPO is responsible for mailing the original OER to the cadet's ROTC Professor of Military Science (PMS).

4-3. Evaluations.

a. The first officer in the cadet's chain-of-command should be the cadet's evaluator. The senior rater should be the company commander or the second officer in the chain-of-command for TDA or specialized units.

b. Evaluations should be based upon goals and objectives developed by the cadet and his/her supervisor/preceptor. The cadet, and agency senior officer/company commander should discuss the form early in the

assignment. Sample goals and objectives are found in paragraph 3-3.

c. The completed OER, once received by the cadet's PMS is used as an evaluation tool in the cadet's commissioning process.

d. All written evaluations should be objective and specific comments should focus on strengths and weaknesses observed. Narratives should be constructive so they may assist cadets and PMS in developing experiences and programs to improve leader skills. Cadets should be counseled on their CTLT performance and receive a copy of the completed report before departing the unit.

## CHAPTER 5

### ADMINISTRATIVE

#### 5-1. Cadet status.

a. Under existing law, ROTC cadets are not subject to UCMJ and are not eligible for command. They will not be placed in any position requiring them to act directly for the commander such as duty officer, handling of any public monies or records pertaining to the same; nor to any position requiring an officer's certificate. Subject to these limitations, cadets may serve in any duty normally assigned to lieutenants, including officer-of-the-guard or officer-of-the-day, if such duties are performed under the supervision of the staff duty officer.

b. While serving in leadership positions, ROTC cadets are not authorized to issue direct orders to individual enlisted members; however, commanders are encouraged to ensure that cadets are given courtesies and respect normally reserved for officers of the United States Army.

c. Socially, ROTC cadets are entitled to share fully in the normal social and recreational opportunities afforded junior officers of the command. Cadets will live in BOQs and should be extended free guest privileges in the Officers' Club. Existing regulations do not preclude cadets from drinking alcoholic beverages; however, cadets will follow established post regulations and state laws. Commanders should bear in mind that cadets are students who may be on very tight financial budgets. This factor may be important to consider, as cadets are included in unit/agency off-duty social activities.

5-2. Orders. ROTC Battalions will issue orders assigning cadets to duty with active duty TO&E or TDA units. Cadets assigned to specific specialty internships will be authorized an advanced per diem as a direct deposit to cover the cost of meals.

#### 5-3. Reporting.

a. Cadets will report to the CTLT location either in a group travel status or individually. The LDAC CPDT Cell, Ft Lewis, WA will provide detailed information concerning

the cadet's flight itinerary and arrival time. Notification will be either telephonic or via e-mail or both.

b. With the exception of emergency leaves (para 4-9), installation/agency CTLTPO are not authorized to terminate the length of CTLT for any cadet without coordination and prior approval of the Cadet Command's (CC), CTLT Program Manager, Ft Monroe, VA.

5-4. Cadet accountability. Cadets are not accountable under the Standard Installation/Division Personnel System (SIDPERS). Cadets will use CTLT orders and the sign-in and sign-out roster of units for accountability purposes.

5-5. Cadet identification cards. Cadets will have a DD Form 2 (Reserve) or the Common Access Card (CAC) identification card prior to reporting to CTLT. The ID Card by itself does not authorize any privileges. However, this identification card with a valid set of orders is sufficient for all identification purposes at the cadet's CTLT installation. Cadets are authorized access to all installation facilities, i.e., commissary, military clothing sales, Post Exchange, and Morale Welfare and Recreation sites.

5-6. ROTC liaison visits. Periodic liaison visits will be conducted by CC, CTLT Program Manager. The purpose of these visits is to offer assistance on matters concerning cadets so that the purposes of the program may be accomplished. Visits may be made at critical times in the program, such as arrival and departure period. Time and length of visits will be determined by the CC, CTLT Program Manager, in coordination with the Installation/agency CTLTPO.

5-7. Hospitalization.

a. CTLT. Cadet Command Pam 145-4, Appendix P, contains policies and procedures for ROTC cadets attending CTLT. The hosting command/installation CTLT PO is responsible for immediately reporting all cadet hospitalizations to the USACC, CTLT Program Manager. Refer to AR 40-3.

b. CPFT. The CPFT PO is responsible for immediately reporting all cadet hospitalizations to the USACC CPFT Program Manager. Refer to AR 40-3.

c. Urgent/Emergency Care. Outpatient urgent or emergency care can be given by any military treatment facility - clinic or hospital (MTF) despite the lack of any DEERS indication of eligibility. The MTF will make the determination if they will treat the cadet. If the MTF refers the cadet for civilian treatment or hospitalization then the contractor (TRICARE/ Humana) has the ability to issue authorization for care on the MTF's referral. When a cadet is not able to seek urgent/emergency care at a MTF and seeks care in a civilian urgent care center or hospital emergency room, he/she is eligible for and should use Workman's Comp.

d. Routine Care. Cadet uses his/her private insurer or pays out of pocket for all routine care. Cadet Health Benefits (ROTC) is in the MCSC Operations Manual (March 2001), which is available at: [www.tricare.osd.mil](http://www.tricare.osd.mil).

5-8. Discipline. No disciplinary problems with cadets are anticipated; however, any major breach of discipline will be made known without delay to the ROTC Region project officer.

5-9 Billeting.

a. CONUS.

(1) Installation/Agency CTLTPO must coordinate with housing/billeting/hotel managers prior to accepting CTLT positions from subordinate units and submitting the positions to CC, CTLT Program Manager. This will ensure that billeting at Government expense is available. All locations with the exception of specialty internships should provide Government controlled, permanent party, unaccompanied housing. Where permanent quarters are not available, the use of transient housing should be considered.

(2) Installation/Agency CTLTPO is responsible for reserving billeting/hotel rooms. The room reservations are based on the number of CTLT positions identified and submitted to the CC, CTLT Program Manager. Cadets will be billeted on a two-person to a room and same gender basis.

(3) ROTC Regions will be responsible for developing and processing billeting contracts or coordinating payment for billeting via an impact credit card. The region assuming responsibility for billeting payment will be based on the geographical location of the installation or agency. Cadets will not be billed.

b. OCONUS (Germany, Korea).

(1) Major Command (MACOM) CTLTPO must coordinate with housing/billeting managers prior to accepting CTLT positions from subordinate units and submitting the positions to CC, CTLT Program Manager. This will ensure that Government billeting is available. Where permanent quarters are not available, the use of transient housing should be considered. The HQ, USAREUR and Eighth Army billeting office and contracting command will provide annual guidance for billeting procedures. Cadets will not be billed.

c. The appropriate Region may be determined from using the map at Appendix C. Complete billing addresses for each ROTC Region are furnished below:



(a) Commander, U.S. Army First Region, U.S. Army ROTC Cadet Command, (ATOA-Mr. Wilson), Fort Bragg, NC 28307-5000. E-mail: wilsonj@rotc1.bragg.army.mil

(b) Commander, U.S. Army Second Region, U.S. Army ROTC Cadet Command, (ATOB-Mrs. Taylor), Fort Knox, KY 40121-5610. E-mail: taylora@KNOX-ROTC.ARMY.MIL

(c) Commander, U.S. Army Fourth Region, U.S. Army ROTC Cadet Command, (ATOC-Mrs. Aguon) Fort Lewis, WA 98433-7100. E-mail: aguonl@4rotc.lewis.army.mil

5-9. Messing.

a. Cadets participating in CTLT will be subsisted in a field ration Dining Facilities (DFAC) without charge to the individual. Exceptions to this policy are cadets assigned to selected specialty internships.

b. Installation/Agency CTLTPO must coordinate with subordinate units to ensure dining facility support is available to cadets 7 days per week, three meals per day prior to accepting and submitting the CTLT to CC, CTLT Program Manager. All locations with the exception of selected specialty internships should provide DFAC support.

c. Procedures for subsisting the cadets are governed by AR 30-1. Paragraph 804ld (3) DODPM applies for government meals furnished without charge.

c. In order to maintain administrative control and to identify cadets, for whom reimbursement is required, installation commanders will issue to each cadet a DD Form 714 (Meal Card) over-stamped with the words "ROTC". This card will be shown to the headcounter on duty when entering the dining facility. Meal attendance head count procedures in AR 30-1, paragraph 3-54, will apply.

d. DA Form 2970 (Subsistence Report and Field Ration Request) will be maintained by the DFAC in accordance with AR 30-1. Information concerning ROTC cadets will be entered on the reverse side of this form. Additionally, the installation is required to maintain DA Form 2969-R (Food Cost and Feeding Strength Summary) in accordance with AR 30-5.

5-11. Emergency leave. Cadet emergency leave requests will be processed through the Installation/Agency CTLTPO. Approval criteria are the same as for active duty personnel. Immediately notify the CPDT Program Manager. This allows for the appropriate change to be made to the cadet's pay status.

5-12. Off-duty privileges. Cadets will be granted off-duty privileges as officers within the combat readiness limitations of the CTLT hosting unit/agency to which assigned.

5-13. Clothing and equipment. Cadets assigned to TO&E hosting elements will be issued organizational clothing and equipment (CTA 50-900), as needed by the host installation. Property issued on memorandum receipt that is damaged or lost by a cadet will be accounted for by cash collection voucher or report of survey.

5-14. Awards. Under current regulations, cadets are not authorized to receive any Army awards or decorations, to include the Expert Infantry Badge (EIB). Cadets may accompany their units through EIB qualifications, but they will not be awarded the badge. Outstanding cadet contribution to the hosting element normally should be recognized by letters of commendation or unit certificates of achievement, presented to the cadet or forwarded through to the ROTC chain-of-command.

5-15. Public information activities. Hosting installations/agencies are encouraged to generate news and future releases pertaining to the program. CTLT hosting elements participating in this program should make available a DA Form 1526, Information for Hometown News Release, to each assigned cadet. The installation/agency information officer will process completed forms. In addition to releasing through normal outlets, information officers are encouraged to provide photographs and stories of cadets participating in newsworthy activities directly to Commander, U.S. Army ROTC Cadet Command, ATTN: ATCC-MP, Fort Monroe, VA 23651-5000.

5-16. Pay and allowances.

a. Cadet Pay.

(1) Pay entitlements are authorized IAW DODFMR base rate. Pay entitlements are authorized from the day of arrival at LDAC to the last day of the CTLT period and will vary according to location.

(2) CTLT cadets are paid twice a month as a continuation of LDAC through the ending date of the CTLT period. Leave and earnings statements (LES) are sent to the home of record once departed from LDAC. CTLT cadets are not authorized interim payments from Defense Military Pay Offices (DMPO's).

(3) All CTLT cadets must establish a checking or savings account by direct deposit electronic fund transfer (EFT) to an established financial institution prior to the end of the school year. This is a mandatory requirement for each cadet. Direct deposit is required of all cadets attending LDAC/CTLT training.

e. Base pay benefits are paid by electronic funds transfer approximately every 15 days (normal mid-month, end-of-month cycles) after inprocessing at LDAC. During LDAC, the cadet's LESSs are provided at the Summer Training Course location. After LDAC, the LESSs are sent to the cadet's home of record.

h. CTLT is training prescribed by the Secretary of the Army in accordance with the provisions of Title 10, US Code, Section 2109A.

5-17. Laundry. Cadets are authorized to utilize laundry services if available at the CTLT location. Cadets are authorized all services except payroll deduction. Reimbursement for laundering costs of military uniforms only is authorized.

## APPENDIX A

### WELCOME PACKETS

Welcome Packets should be generic and not be addressed directly to a specific cadet (Figure A-1). All welcome packets are to be collected and shipped together NLT 1 May. Write on the shipping container "Cadet Welcome Packets" Fort \_\_\_\_\_. Ship container to Commander, LDAC, U. S. Army ROTC 4th Region, (ATOD-T), Box\_\_\_\_ Fort Lewis, WA 98433-7100.

Department of the Army

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SUBJECT: Cadet Troop Leadership Training (CTLT) Sponsor Letter

Commander  
U.S. Army 4<sup>th</sup> ROTC Region  
ATTN: ATOD-T (CTLT Cadet)  
Fort Lewis, WA 98433-7100

Dear Cadet:

Congratulations on your CTLT assignment to (unit's designation). We are anxiously awaiting your arrival. Our unit's/agency's mission is\_\_\_\_\_.

I am \_\_\_\_\_, and I am your Platoon Leader supervisor/Internship Preceptor during CTLT. I am presently coordination your billeting, messing, and all other administrative requirements for your CTLT assignment.

The unit's/agency's mailing address, phone numbers and e-mail are:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Commercial telephone number: \_\_\_\_\_  
DSN telephone number: \_\_\_\_\_  
E-mail: \_\_\_\_\_

I hope this letter has answered most of your questions about your CTLT assignment. You may call, e-mail or write me if you desire additional information.

Sincerely,

(NAME)  
(RANK)  
(TITLE)

SAMPLE SPONSOR LETTER

FIGURE A-1

## APPENDIX B

### UNIFORMS AND EQUIPMENT

#### 1. On-duty and off-duty uniform.

a. Cadets assigned to CTLT and CPFT will wear the Battle Dress Uniform (BDU) with the ROTC Second Lieutenant rank of insignia IAW Cadet Command Regulation 670-1, Uniform Wear and Appearance.

b. Cadets assigned to CTLT (Internships) will have the Army green Class A uniform and an extra set of Class B uniforms for daily wear. Selected Internships may require the BDU as the duty uniform.

c. Cadets will wear the ROTC second lieutenant rank of insignia and distinctive ROTC insignia. They will wear appropriate civilian clothing while off-duty. Cadets will wear appropriate uniforms IAW Cadet Command Regulation 670-1, Uniform Wear and Appearance.

d. As far as practical, cadet uniforms will conform to the uniform worn by officers of the unit to which they are assigned. Cadets will not wear shoulder patches or unit citations of their assigned units.

2. Restrictions. As far as practical, cadets' uniforms will conform to the uniform worn by the officers of the CTLT hosting element to which they are assigned. Cadets will not wear shoulder patches of their assigned unit. Cadets will not wear the Army beret; instead they will wear the BDU.

3. Field equipment. Cadets will require issue of TA-50 before assignment of field duties.

## APPENDIX C

### ROTC ORGANIZATION AND CTLT ASSIGNMENT

1. HQ, ROTC Cadet Command is located at Fort Monroe, VA. The Command develops program policy and supervises the three ROTC Regions.
2. HQ, ROTC Regions. These headquarters supervise a total of 13 Brigades and 270 Battalions divided within their geographic areas, administering the ROTC curriculum and other activities related to the production of commissioned officers.
3. CTLT Program Manager Point of Contact:

HQ Cadet Command: Commander  
U.S. Army ROTC Cadet Command  
ATTN: ATCC-TT  
Fort Monroe, VA 23651-5000  
PHONE: COMM (757) 788-45486  
DSN: 680-4586/4581  
FAX: (757) 788-5454  
E-mail: johnsonh@monroe.army.mil



## APPENDIX D

### AFTER ACTION REPORTING PROCEDURES

1. Purpose. After action reports provide CC, CTLT Program Manager valuable information necessary to administer and improve the program.

2. Submission. It is requested that each hosting installation and agency provide an after action reports (AAR) to CC, CTLT Program Manager. Reports should arrive before 30 September, so that problem areas may be corrected before the next year.

3. Recommended Format:

Memorandum For (Identify who is to receive the AAR)

Subject: After Action Report (AAR)

1. The AAR is comprised of three parts: Issue, Discussion and Recommendation.

2. The "Issue" may be in an area of strength or where Needed improvement is required. There is no limit on the number of "Issues" identified. However for every "Issue" there must be a "Discussion and Recommendation" that follow respectively.

3. The "Discussion" is just that, discussion of each identified issue.

4. The "Recommendation" portion may consist of more than one recommendation.

5. The following is an example of an AAR

Memorandum For Cdr, US Army Cadet Command, ATCC-TT, Ft  
Monroe, VA 23651

Subject: Engineering District's After Action Report

1. This AAR provides the issues, discussion and recommendations on the CTLT program hosted by the Engineering District:

a. **Issue #1:** Hosting engineering internship positions for assignment of ROTC Cadets.

**Discussion:** USACE, Norfolk District participated in the 2002 US Army Cadet Command's Cadet Troop Leadership Training (Engineering Internship) Program by hosting two ROTC cadets in Engineering Internships.

**Recommendation:** USACE, Norfolk continue to host engineering internship positions and increase positions from two to four positions.

b. **Issue #2: Security clearance.**

a. Discussion: Submitted requirement for assigned cadet to possess an security clearance. Cadet from Example University reported for CTLT and did not have a security clearance resulting in the cadet being denied the opportunity of participating in many scheduled briefings.

b. Recommendation: Assign cadets with approved secret or interim clearances to CTLT positions with a Security clearance requirement.

2. The point of contact for this AAR is

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